

## **The Impact of Workload, Leadership, and Non-Physical Work Environment on Turnover Intention Among Expedition Couriers**

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### **Abstract**

This study aims to determine the effect of workload, leadership, and non-physical work environment on turnover intention among couriers, both partially and simultaneously. The type of research used in this study is quantitative with the application of SPSS Version 25. The research sample consisted of 37 employees in the courier section of an expedition company. The data collection technique used in this study was a questionnaire. The results of this study indicate that workload does not affect turnover intention, leadership affects turnover intention, and the non-physical work environment affects turnover intention. The variables of workload, leadership, and non-physical work environment have contributed 71.4% to turnover intention, although 28.6% of the influence comes from other factors not included in this study.

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## **1. INTRODUCTION**

Human resources (HR) is the most important role in achieving the company's goals. Good HR performance capabilities become an asset for the company. Optimal HR management can provide a positive contribution to the company's progress. If the company fails, employees will feel unmotivated at work and this can trigger their resignation (turnover). For the reason, the company can pay attention to and manage the existing employees well so that there is non intention to leave the company (turnover intention) due to the lack of attention given (Vicky, 2023).

Turnover intention is an indicator that shows whether an employee has plants to leave their position in the organization or the organization's decision to terminate the employee from their position (Suhakim et al., 2021). The high turnover intention becomes a serious threat to the company due to the loss of employees, which leads to a decrease in the number of employees that will affect the quality and balance of work. Without qualified and competent human resources, adequate facilities are not enough to drive the company's development. The impact if not addressed quickly (Vicky, 2023). Dhea et al. (2024) also stated that turnover intention is often caused by the inability to adjust or adapt to the workload and demands given by the company.

Workload is a number of tasks assigned to employees, either physical or mental. Every job brings its own pressure, so each employee is able to handle the workload given differently depending on the workload, which can come from physical, mental, or social environmental pressure (Mahawati

et al., 2021). This is related to how someone evaluates the workload from the demand of tasks or activities given, along with the extent of mental and physical demands felt in order to complete the tasks within the specified time, as well as its positive or negative impact on performance (Komala, 2021). Brides workload, leadership factors play an important role in reducing employees' turnover intention (Muhaling et al 2023).

Leadership is a process carried out by a leader to direct, guide, and influence others so that the actions taken can achieve the desired goals (Edy, 2011). It is a important trait that a leader must have in organizing and managing human resources, with an affective leader able to mobilize the team to achieve goals and become a role model. Conversely, if a leader is merely a figurehead without real influence, it will cause human resource performance to decline due to a lack of skill and ability to achieve optimal results (Syarief et al. 2015).

In addition to factors such as workload and leadership, the work environment can also affect the level of intention to change jobs, including the non-physical work environment. The non-physical work environment is a work environment that is not directly visible to employees but can be felt during interactions at the workplace (Riani & Made, 2017). According to (Siagian, 2014), who stated that, the non-physical work environment is a condition that includes relationships between coworkers, peer relationships, or work relationships between supervisors and employees.

The field phenomenon is reinforced by a research gap. From previous research by (Viona et al, 2025) that workload has a positive and significant effect on turnover intention, but according to Yulia et al (2025) workload has a negative on turnover intention. In addition, according to Wela et al (2024) leadership has a negative and significant effect on employee turnover intention. However, different from the research conducted by Rambli et al (2020) which shows that leadership has a positive and significant influence on turnover intention, research conducted by Mawey et al (2024) states that non-physical work environment has a negative and significant effect on turnover intention. However, different from the research conducted by Rambli et al (2020) which shows that leadership has a positive and significant influence on turnover intention.

## **2. METHOD**

The type of research used in this study is the quantitative research method with a casual approach. According to Sugiyono (2023), the quantitative research method is an approach based on positivist philosophy aimed at testing predetermined hypotheses, using research instruments that are then analyzed statistically or quantitatively.

The population used in this study consists of employees who work as couriers as couriers at the shipping company. Sampling in this study used saturated sampling, which is included in non-probability sampling. According to Sugiyono (2023), non-probability sampling is a sampling technique that does not give all members of the population an equal opportunity to be selected as samples. Non-probability sampling using the technique taken is saturated sampling. Saturated sampling is a sample selection method in which the entire population is made the sample (Sugiyono, 2023). Because the population in this study consist of 37 people, all of whom work as couriers will become respondents in this study.

The data collection technique used in this study is through questionnaires which were then distributed to couriers. This study uses a Likert scale instrument. The Likert scale is used to measure the attitudes, opinions, and views of an individual or a group of people regarding social phenomena (Sugiyono, 2023).

### 3. RESULTS AND DISCUSSION (12 PT)

#### 3.1 RESULT

##### Validity Test

Table 1. Validity Test Result

Variable	Indikator	<i>Pearson</i>	r table	Description
		<i>Correlation</i> Calculate r		
Workload (X <sub>1</sub> )	X1.1	0,673	0,324	Valid
	X1.2	0,762	0,324	Valid
	X1.3	0,801	0,324	Valid
	X1.4	0,809	0,324	Valid
	X1.5	0,620	0,324	Valid
	X1.6	0,731	0,324	Valid
	X1.7	0,807	0,324	Valid
	X1.8	0,689	0,324	Valid
	X1.9	0,681	0,324	Valid
Leadership(X <sub>2</sub> )	X2.1	0,600	0,324	Valid
	X2.2	0,491	0,324	Valid
	X2.3	0,534	0,324	Valid
	X2.4	0,662	0,324	Valid
	X2.5	0,731	0,324	Valid
	X2.6	0,785	0,324	Valid
	X2.7	0,705	0,324	Valid
	X2.8	0,529	0,324	Valid
	X2.9	0,475	0,324	Valid
Non-physical work environment (X <sub>3</sub> )	X3.1	0,884	0,324	Valid
	X3.2	0,874	0,324	Valid
	X3.3	0,860	0,324	Valid
	X3.4	0,674	0,324	Valid
	X3.5	0,773	0,324	Valid
	X3.6	0,794	0,324	Valid
	X3.7	0,833	0,324	Valid
	X3.8	0,889	0,324	Valid
	X3.9	0,888	0,324	Valid

Variable	Indikator	<i>Pearson Correlation</i>	r table	Description
		Calculate r		
Turnover intention (Y)	Y.1	0,793	0,324	Valid
	Y.2	0,743	0,324	Valid
	Y.3	0,844	0,324	Valid
	Y.4	0,568	0,324	Valid
	Y.5	0,636	0,324	Valid
	Y.6	0,537	0,324	Valid
	Y.7	0,852	0,324	Valid
	Y.8	0,800	0,324	Valid
	Y.9	0,764	0,324	Valid

The validity test conducted obtained valid results. All indicators in the table above have a pearson correlation value greater than the table r, which is 0,324, so it can be concluded that all the variable instruments are valid.

### Reliability Test

Table 2. Reliability Test Result

Variable	<i>Cronbach's Alpha Value</i>	<i>Cronbach's Alpha Standard</i>	Description
Workload (X <sub>1</sub> )	0,893	0,70	Reliable
Leadership (X <sub>2</sub> )	0,790	0,70	Reliable
Non-Physical Work Environment (X <sub>3</sub> )	0,943	0,70	Reliable
Turnover intention (Y)	0,891	0,70	Reliable

Based on the reliability test, this is proven by a Cronbach's Alpha value above 0,70 which indicates that this research instrument is declared reliable and valid.

### Classical Assumption Test

#### 1. Normality Test

Table 3. Normality Test Result

N	Test Statistic	Asymp. Sig. (2-tailed)
37	0.097	.200 <sup>c,d</sup>

The results of the Kolmogrov-Smirnov statistical test in the table 3 show an Asymp. Sig. value of 0,200, which is greater than 0,05. It could be concluded that the residual data are normally distributed, so the regression model has been fulfilled.

## 2. Multicollinearity Test

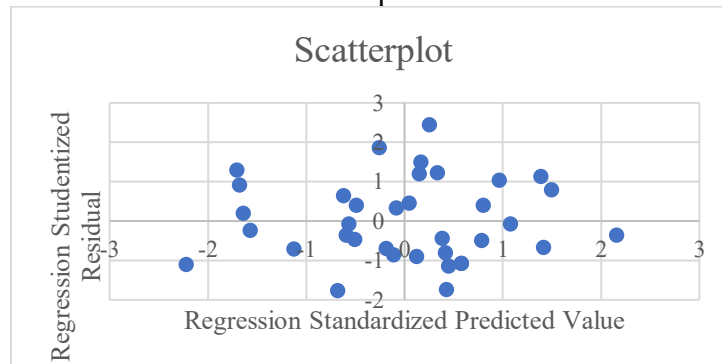
Table 4. Multicollinearity Test Result

Model	Collinearity Statistics			
	Tolerance Value	Comparison of Tolerance Values	VIF	Comparison of VIF Values
Workload (X <sub>1</sub> )	0,387	>0,10	2,585	<10
Leadership (X <sub>2</sub> )	0,837	>0,10	1,195	<10
Non-physical Work environment (X <sub>3</sub> )	0,360	>0,10	2,776	<10

Based on the table 4 above, it shows that the results of the multicollinearity test, with independent variables being workload, leadership, and non-physical work environment, have a tolerance value  $> 0,10$  and VIF (Variance inflation factor) value  $< 10$ , so can be concluded that there are no symptoms of multicollinearity among the independent variables.

## 3. Heteroscedasticity Test

Picture 1 Scatterplot Test Result



Based on the results of the scatterplot test, it shows that the image above can be seen from the results that it spreads randomly, does not form a pattern, does not cluster in a line, and does not cluster in one place, which indicates that heteroskedasticity does not occur.

## 4. Multiple linear regression analysis

Table 5. Multiple linear regression analysis

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std. Error	Beta		
Constant	7,196	0,762		9,439	0,000
Workload (X <sub>1</sub> )	0,062	0,150	0,059	0,415	0,681
Leadership (X <sub>2</sub> )	-0,881	0,165	-0,520	-5,342	0,000

<b>Non-physical Work environment (X3)</b>	-0,434	0,123	-0,524	-3,527	0,001
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Based on the table above, the regression equation can be obtained as follows:

$$Y = 7.196 + 0.062X_1 - 0,881X_2 - 0,434X_3 + e$$

From the multiple linear regression equation, it can be elaborated as follows:

- 1) The value of a 7,196 is a constant or the state when the variable turnover intention (Y) has not been influenced by other variables, namely workload (X1), LEADERSHIP (X2), and non-physical work environment (X3). If the independent variable will increase by 7,196.
- 2) If the workload variable (X1) increases by 1 assuming the leadership variable (X2) and the non-physical variable (X3) remain constant (0), then the turnover intention variable (Y) will increase by 0,062 units.
- 3) If the leadership (X2) increases by 1 assuming the workload variable (X1) and the non-physical variable (X3) remain constant (0), then the turnover intention variable (Y) will decrease by -0,881 units.
- 4) If the non-physical variable (X3) increases by 1 assuming the workload variable (X1) and leadership (X2) remain constant (0), then the turnover intention variable (Y) will decrease by -0,434 units.

**Partial Test (T Test)**

- a) Workload (X1)

The calculated t based on the SPSS test results in table 4 above is a calculated t value 0,415. There is a calculated t value (0,415) < t table (1,692) and significance value of 0,681, which means 0,681 > 0,05, so the workload variable has a positive but not significant effect on turnover intention

- b) Leadership (X2)

The calculated t based on the SPSS is 5,342. There is calculated t (5,342) > table t (1,692) and for the significance value of 0,000 which means 0,000 < 0,05, then the leadership variable has a negative and significant effect on turnover intention

- c) Non-Physical work environment (X3)

There is a calculated t (3,527) > table t (1,692) and for the significance value of 0,001 which means 0,001 < 0,05. Then the non-physical work environment variable has a negative and significant effect on turnover intention.

**Simultaneous Test ( F Test )**

Table 6. Simultaneous Test Result

<b>Model</b>	<b>F Calculate</b>	<b>Sig.</b>	<b>Description</b>
Regresi	31,004	0,000	Significant

The SPSS test results in table 6 above show that the calculated F value is 31,004 with a significant value of 0,000. Since in this test, the calculated F (31,004) > F table (2,89) and Sig. 0,000, there is a simultaneous effect, so it can be concluded that workload, leadership, and non-physical work environment simultaneously affect turnover intention.

## Coefficient of Determination

Table 7. Coefficient of Determination Result

Model	R	R Square	Adjusted R Square
1	0,859	0,738	0,714

The Adjusted R Square based on the results is 0,0714 or 71,4%, which indicates that the variables workload (X1), leadership (X2), and non-physical work environment (X3) affect the turnover intention variable (Y) by 71,4%, while 28,6% is influenced by other factors outside of this research model.

## 3.2 DISCUSSION

### 1. Workload has a positive and not significant effect on turnover intention

The results of t-test show that there is a calculated t value (0,415) < t table (1,692) and significance value of 0,681, which means 0,681 > 0,05, so the workload variable has a positive but not significant effect on turnover intention, so the first hypothesis is rejected. This condition reflects that the amount of work assigned to staff members is not necessarily capable of encouraging intentions to resign from the organization, the level of workload receiver by individuals does not become accustomed to consider the workload as part of job responsibilities. Theoretically, the Social exchange theory explains that the relationship between employees and the organization is based on the exchange process between rewards and costs. Workload does not always cause employees to want to leave their job if they gain benefits such as salary or other advantages, they tend to choose to remain. The research results above are in line with the results of previous research conducted by (Novel & Nony, 2021) which also workload did significantly influence turnover intention.

### 2. Leadership has a negative and significant influence on turnover intention

The t-test analysis revealed that there is a calculated t value (5,342) > t table (1,692) and for the significance value of 0,000 which means 0,000 < 0,05, then the leadership variable has a negative and significant effect on turnover intention, so that the second hypothesis is accepted. This indicates that the better perceived leadership, the lower the level of turnover intention. From the perspective of Social Exchange theory. Effective leadership also builds healthy social relationship between employees and leaders. Conversely, if do not provide clear guidance, recognition, or support to employees, the social exchange relationship in the workplace becomes. Imbalances in this exchanges in employee behavior and attitudes toward the organization. In line with Wela and purwadhi (2024) the leadership has a negatively and significantly effects on turnover intention.

### **3. Non-Physical Work Environment has a negative and significant effect on Turnover Intention**

The T-test findings indicate that there is a calculated t value (3,527) > table t (1,692) and for the significance value of 0,001 which means  $0,001 < 0,05$ . Then the non-physical work environment variable has a negative and significant effect on turnover intention. so that the third hypothesis is accepted. This hall shows that when the non-physical work environment is better and more conducive, the level of turnover intention will decrease, and conversely, if the non-physical work environment is not conducive, it will increase turnover intention among individuals. Social Exchange theory, the interaction between employees and the organization is a form of exchange that involves rewards and sacrifices. Research results aligned with Mawey et al. (2024) that the non-physical work environment has a negative and significant effect on turnover intention.

### **4. Workload, Leadership, and Non-Physical Work Environment Simultaneously Affect Turnover Intention**

The results of f-test revealed that there is a calculated F value is 31,004 with a significant value of 0,000. Since in this test, the calculated F (31,004) > F table (2,89) and Sig. 0,000, there is a simultaneous effect, so it can be concluded that workload, leadership, and non-physical work environment simultaneously affect turnover intention. So that the fourth hypothesis is accepted. Social Exchange theory explains that every individual in a social relationship tends to consider the balance between the sacrifices they make and the benefits will receive from the relationship. Workload can be interpreted as a form of sacrifice or effort, in addition, non-physical work environment, and leadership function as a form of social given by the organization to its employees.

## **4. CONCLUSION**

Based on the results of the research and discussion that have been described, the workload variable has a positive but not significant effect on turnover intention, the shows that excessive workload does not always increase employees' desire to leave the company. In addition, leadership has a negative and significant effect on turnover intention. It can be interpreted that effective leadership can reduce employees' intention to leave the company. The non-physical work environment partially has a negative and significant effect on turnover intention. This indicates that the better the non-physical work environment experienced by employees. Meanwhile workload, leadership, and the non-physical work environment together have a significant effect on turnover intention. This shows that these three variables simultaneously play a role in influencing employees' decisions to leave or stay with company

## **5. ACKNOWLEDGMENTS**

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